

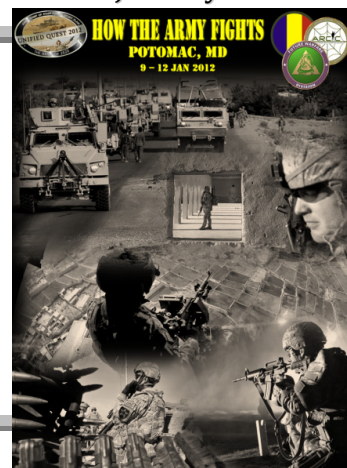


EVENT SUMMARY FOR THE *HOW THE ARMY FIGHTS SEMINAR*

How the Army Fights Seminar
9 – 12 January 2012

Introduction

The How the Army Fights Seminar was the fourth in a series of events that comprise Unified Quest 2012. Unified Quest (UQ) is the Army Chief of Staff's annual Title 10 Future Study Plan designed to examine issues critical to current and future force development. It is the Army's primary mechanism for exploring enduring strategic and operational challenges in the future environment. The annual study integrates issues and insights into concepts and capability development programs through seminars, workshops, symposia, and wargames. Outcomes inform the Army, the Training and Doctrine Command, and Army Capabilities Integration Center (ARCIC) campaign plans, the Army Strategic Planning Guidance, and Army Chief of Staff initiatives.



Background and Purpose

"How the Army Fights" serves to contribute to the key UQ12 tasks: examine and refine the strategic narrative for the Army of 2020 based on an assessment of the operational environment and national strategy demands; evaluate the Army Concept Framework in alternative futures for sufficiency and recommend revisions for subsequent concept updates; determine future Army capabilities for *Unified Land Operations* in the context of the Defense Planning Guidance, Quadrennial Defense Review, and emerging national strategic guidance, and determine future enabling capabilities (e.g. robotics, operational energy) to meet operational demands in the 2016-2028 timeframe.

The purpose of "How the Army Fights" was to describe how the Army of 2020 will organize and employ its forces to provide depth and versatility to the joint force. The seminar also served as a key event to inform revision of Army of 2020 Ideas and the Army Operating Concept.

Description of the Event

The Future Warfare Division of ARCIC conducted "How the Army Fights" 9-12 January 2012 at the Bolger Center, Potomac, MD. The event comprised 97 subject matter experts from the Army, combatant commands, Department of State, our allies, and academia/think tanks.

COL Felix, Chief, Future Warfare Division, opened the conference describing Unified Quest and how the learning from past events (Alternative Futures Symposium and "What the Army Must Do") shaped the "How the Army Fights" seminar design. The keynote speaker, Medal of Honor recipient and MSNBC analyst COL(R) Jack Jacobs, presented his thoughts on the future of the Army. Following the key note, Mr. Tom Pappas of TRADOC G2 presented "The Strategic Landscape and Operational Environment in 2020", COL Mark Elfendahl, Chief, Joint and Army Concepts Division presented "Future Concept Overview: Army 2020 Update", and COL(P) Wayne Grigsby, Director, Mission Command Center of Excellence presented "ADP 3-0, Unified Land Operations" to set the scene for the seminar.

The participants were organized into four cross-disciplinary working groups; three groups – Forced Entry/Stability, Humanitarian Assistance or Disaster Relief/Operational Access, and Offense/Defense – approached one central question and designated sub-questions from the perspective of vignettes based on the UQ12 Alternative Futures Symposium. A fourth working group comprised of Army fellows, active and retired colonels, JIIM partners, SAMS, think tanks and war colleges addressed the overarching operational concept question. Thirty-five senior leaders attended the discussion Thursday, 12 January 2012.



Event Outcome

Discussions regarding the central question “What is our operational concept in 2020 and is the Army Operating Concept sufficient?” led to a recommendation for a new operational concept: “Gain and maintain access to position ground forces that achieve decision and establish conditions for conflict resolution.” Discussion between the senior leaders and participants emphasized the value of articulating the full range of capabilities the Army provides, particularly in support of the primary missions of the U.S. Armed Forces delineated in Sustaining U.S. Global Leadership: Priorities for 21st Century Defense, January 2012. The senior leaders recognized the “wide area security” competency concept may not have fully encompassed Army capabilities. Further development of this concept will include review of the Army core competencies and working-group-identified supporting ideas and gaps in the Army Operating Concept.

Select examples of initial key conclusions derived from working group discussions included:

- Conventional forces must be designed to decisively execute Major Combat Operations, but also capable of the activities and operations associated with support to special operations forces (SOF) in the SHAPE role. Conventional forces must preserve the integration of lessons learned from our COIN experiences, when SOF was in a supporting role, and improve the ability to integrate when SOF will be supported by conventional forces in the SHAPE role, with the necessary authorities, education, leader development and doctrine.
- Working Groups were split on the adequacy of the current warfighting functions for 2020. Some ideas for new warfighting functions were cyber, engagement, and special operations.
- Army forces require the capabilities to deter and counter hybrid threat approaches across the spectrum of conflict. Hybrid threats will require a seamless integration of major combat and irregular warfare capabilities across PREVENT, SHAPE and WIN and should be the threat focal point for the Army Operating Concept (AOC) design.
- Army forces require many options for overcoming an adversary’s area denial strategies which will increase demand for joint capabilities to the lowest level. The Army must have the mission command capacity to integrate joint and Army capabilities during strategic deployment, and in many cases, at levels below the Division.
- Army forces require rapid response options (especially disaster relief and counter-proliferation) that currently challenge our mobilization procedures and ability to maintain required readiness levels in the reserve components. The Army must conduct a detailed examination of active component/reserve component mix to ensure key capabilities are available in as little as hours or days.
- Reserve component units with lower personnel turnover offer many opportunities for regionally-aligned skill investments (language, culture, relationships). This may require changes to Department of Defense and Army policies and readiness levels for the Reserve Components that enable a combatant command to have quick access to these skills, perhaps down to the individual level.
- Working groups concluded that the concepts of reversibility and expansibility must consider materiel requirements. Expanded forces will require rapid equipping through increased contingency stocks (both CONUS and OCONUS) and restoration of production capacity of the industrial base.

Way Ahead

The outcomes of How the Army Fights will directly contribute to issues for consideration in follow-on Unified Quest 2012 events, including “How the Army Builds Partners and Capacity to Prevent, Shape and Win” seminar in February 2012 and the Army Future Game “Gaining and Maintaining Access” in May-June 2012. TRADOC will also incorporate conclusions and recommendations into Army of 2020 Ideas and the review of the Army Concept Framework.